

BENCHMARKING FINDINGS

Five other state law enforcement agencies were contacted to evaluate and compare the performance measures used by each. In addition the following questions were asked of each state:

1. How do you develop your strategic plan?
2. How do you use the Strategic Plan in your daily operations?
3. What are your top 3 – 5 performance measures?
4. How helpful has the direction provided to you by the legislature in setting your strategic direction been?

ARIZONA

ARIZONA HIGHWAY PATROL

OVERVIEW

The Arizona Highway Patrol is imbedded within the state's Department of Public Safety. Statewide, Arizona state agencies have been involved with strategic planning and performance measurement since the early 1990s. The state's Office of Strategic Planning and Budgeting (OSPB) has developed a strategic planning model that all agencies must utilize. To support the agencies, this office has developed two parallel tracking systems for strategic planning and budget measures that agencies feed into on a quarterly basis. OSPB's systems have been designed to integrate the data from both systems to provide an overall view of progress against both budget and strategic measures.

The strategic planning process involves setting overall agency goals by the executives. Those goals are then rolled down to the divisions, who develop objectives for their specific area. Targets are set each biennium. Each division reports data against the measures quarterly in the systems described above. The data drives resource deployment decisions at the quarterly review process.

The department conducts an ongoing customer satisfaction survey using a variety of data collection systems. Currently, there is no process in place to validate the data collected. This has been identified as an area for further effort by the agency.

The agency has not yet included the strategic planning goals or measures into their individual performance evaluation process. The process of planning and measurement has been evolving for some time. The culture within the agency is not one of full acceptance down through the organization and many still do not see the value it brings to the organization.

The agency's four primary goals are:

1. To ensure public safety in Arizona, first and foremost.
2. To deliver exemplary service, second to none.
3. To attract and retain employees with remarkable abilities and uncompromising integrity.
4. To exceed public expectations for operational effectiveness and efficiency by consistently improving performance, technology, and use of resources.

PERFORMANCE MEASURES

For each strategic goal, the agency is tracking no less than 20 key performance measures, most of which are operational and workload indicators. Examples include number of employees terminating employment, wellness training classes presented, days to pay vendor/travel claims. The agency is collecting data about customer satisfaction, such as percent of citizens giving satisfactory ratings of good or excellent. The department is also reporting data at the federal level in the same areas that Washington does, such as fatal collisions.

CONCLUSIONS

The State of Arizona contact indicated that Washington is seen as *the national benchmark* for use of performance measures and utilization of data. Arizona examines data quarterly, while Washington examines their data at least monthly at the bureau and division levels. Arizona does not have a process similar to Washington's SAF that allows for public examination and discussion of performance. Arizona does have some technology systems which are more advanced than Washington, such as the budget and strategic plan measurement system that allow for data integration and a mapping system that shows collision data geographically on both county and state roadways. However, the level of integration of the WSP SAF process is far superior overall to Arizona's management processes.

MISSOURI

MISSOURI STATE HIGHWAY PATROL (MSHP)

OVERVIEW

The state of Missouri has been engaged in writing strategic plans and performance-based budgeting since the mid to late 1990's. In 2002 the governor's office issued a state manual with guidelines for writing strategic plans. However, the process was imposed from the top down, and within the Missouri State Highway Patrol (MSHP) the agency did not actively engage in the process.

The Patrol is part of a larger umbrella agency, the Missouri Department of Public Safety. The latter's strategic plan coordinator wrote the 2002 strategic plan covering all of the agencies and functions under that umbrella. The only goal that directly applied to MSHP within that plan addressed traffic safety.

Following the appointment of a new Superintendent (comparable to the WSP Chief), MSHP staff were ordered to write a strategic plan that fit, and could really be used by the agency. Writing the plan has engaged a large number of MSHP employees for the past year.

The *2005-07 MSHP Strategic Plan* was published in August 2004. The superintendent intends for it to be drilled down throughout the organization over the coming years. Although dated to be implemented January 1, 2005, the plan is already in use. Divisions and Troops (equivalent to WSP Districts) have been instructed to begin writing their action/business plans to implement the four major goals contained in the strategic plan now.

The *2005-07 MSHP Strategic Plan's* four key goals address:

1. Traffic Safety (includes aggressive and hazardous driving/speed; drug and alcohol impaired driving; seat belt use)
2. Criminal Investigations
3. Homeland Security and Natural Disasters
4. Improving Agency Management and Internal and External Customer relations--effectiveness, efficiency, e-government, automation, and IT needs

The *2005-07 MSHP Strategic Plan* specifically includes, and addresses the same "Core Four" concerns as WSP: DUI, speed, aggressive driving, and seat belt use.

PERFORMANCE MEASURES

According to the MSHP Plan Coordinator, many of the performance measures in the current plan are "broad and vague." In fact most, if not all, of the performance measures appear not to be measures at all. It became clear that performance measures are not yet results-oriented or outcomes at MSHP. In most cases they are not even outputs, they are activities. The measures are also not yet seen or used to measure accountability for managers.

That is not to say that Missouri, like Washington, will not evolve the process over the coming years under its present leadership. The plan coordinator called the plan a "living document." As the division and troop action plans are written, the intention is for the MSHP Strategic Plan to be changed, improved, and updated. The structure calls for annual updates, but the message is for more frequent updates initially.

In response to questions about using a COMPSTAT model or the Strategic Advancement Forum format used by WSP, the Lieutenant expressed an interest in learning more and coming to Washington State to observe the WSP SAF process. On November 3 -5, 2004 two members of the MSHP visited the WSP and attended the FOB SAF meeting.

CONCLUSION

While MSHP has both strategic planning and performance-based budgeting processes in place, it has not been effectively implemented and drilled down in the organization.

They are not yet using performance measures to evaluate results; they are not making results oriented decisions based upon timely data; they are not using a COMPSTAT type model system to respond to their data and change their results and outcomes, and they do not use results to hold managers accountable.

Therefore, Missouri State Highway Patrol is not as advanced in the Performance Management processes as WSP.

OHIO

OHIO HIGHWAY PATROL

OVERVIEW

The Ohio Highway Patrol (OHP) is a sub-agency within the Ohio Department of Public Safety. Neither the Highway Patrol nor the Department of Public Safety has an agency wide strategic plan in place. The OHP does have 18 action plans for each of their 10 districts, plus 8 other agency-wide functions such as IT, Finance, etc.

PERFORMANCE MEASURES

A review of their performance measures revealed no outcome measures in their action plans, and a lack of statistical measures and data in general. All of the performance measures appear to be activity measures, and checklists of things that managers plan to do.

In the District plans, there are actually goals and objectives that are confused with performance measures and targets, as demonstrated in the following excerpt.

DISTRICT 1-Annual Plan

Primary Operational Goal

Reduce Traffic fatalities to 1.0 person killed per 100M VMT by 2008

Examples of Objectives

Reduce traffic deaths by 5
Increase safety belt compliance in Northwest Ohio to 80%
Reduce alcohol involvement in fatal crashes from the 2003 percentage of 26%
Focus on aggressive driving behaviors
Increase supervisory involvement in operational functions
Increase contacts with the public

(Note: Performance Measures for the same district are outputs and activities measures.)

The Ohio strategic plan coordinator stated there has been discussion that the Ohio Highway Patrol, as part of the Department of Public Safety, will participate in rolling up agency wide core goals into a future statewide strategic plan. They have not begun work on this project. There is no schedule or deadline for this to happen.

The interviewee from the Ohio Highway Patrol was unfamiliar with the COMPSTAT model and methodology. They currently do not have a strategic data based review process in place similar to WSP's Strategic Advancement Forums.

CONCLUSIONS

The Ohio Highway Patrol is at the very early stages of strategic planning and has not yet moved into the process of performance management and accountability. They do not have an agency wide strategic plan and will not have one in the near

future. In addition, they are not using performance measures to budget or performance based data to manage their agency.

Clearly WSP is far ahead of and has a much more mature Performance Management System than the Ohio Highway Patrol.

TEXAS

DEPARTMENT OF PUBLIC SAFETY

OVERVIEW

Texas initiated their strategic planning process in 1992. A Strategic Planning Group made up of senior Department of Safety directors took strategic planning courses, did the external/internal research and completed the strategic plan. They update the plan every two years. During the years they also made changes/improvements in the planning process.

The Agency Strategic Plan contains:

- Mission
- Director's Outlook
- Internal and External Assessment
- Strategic Outlook
- Agency Goals
- Agency Strategic Plan; goals, objectives, strategies
- Appendices
 - Five Year Outcomes
 - Performance Measure Definitions; purpose, source of data, method of calculation,
 - Other reference materials

In the Texas State Department of Safety Strategic Plan broad goals are set:

- a. We will promote traffic safety, the preservation of the peace and the detection and prevention of crime on highways. *Note: This is the Priority Goal for the Department of Safety.*
 - b. We will ensure the competency of Texas drivers through licensing and the management of licensing and traffic safety records.
 - c. We will promote the preservation of the peace and the prevention and detection of crime.
 - d. We will respond in a timely fashion to emergencies and disasters and administer a comprehensive emergency-management program.
 - e. We will examine qualified applicants and license those who are proficient and competent as polygraph examiners, concealed handgun licensees and private security licensees.
 - f. Indirect Administration and Support
- Note: Goals b, c, d and e focus on the internal operation of the Department of Public Safety.*

These priority goals are the broad directives under which their Director and the Public Safety Commission formulates the Director's Strategic Outlook. The agency strategic plan is linked to the Office of the Governor through the Legislative Budget Board (LBB), which oversees strategic planning and performance measures for all state

agencies. The LBB ensures agency planning is in concert with the Governor's directives.

The strategic plan has very limited data for support organization, e.g., objectives, strategies and performance measures (IT, Administration, Communications, Physical Plant, Training Academy, Fleet Operations, Aircraft Operations).

PERFORMANCE MEASURES

Performance measures are included within the Agency Strategic Plan. The performance measures are organized in the following structure:

- Goal: *Ex: LAW ENFORCEMENT ON HIGHWAYS*
 - Objective: *Ex: TRAFFIC SAFETY*
 - Outcome Measures
 - Strategy: *Ex: HIGHWAY PATROL*
 - Efficiency Measures
 - Explanatory Measures (Activity or Process Measures)
 - Output Measures

This structure shows a clean and focused linkage between the overall goals of the agency and the unit performance measurements.

The five Division Chiefs use the overall/priority goals and develop goals and objectives for their respective divisions. Performance measures are tracked and reported to a single point of contact in the agency accounting section. All performance data is entered into their Automated Budget and Evaluation System of Texas (ABEST) – that is maintained by the LBB.

Performance measurement data is reported quarterly to division staff. Any variance greater than $\pm 5\%$ from the project outcomes has to be justified to the LBB. Few if any management decisions are directly tied to the performance measures in the strategic plan.

Performance measurement changes have to be approved by the LBB and much supporting documentation needs to be submitted with the change. The process is laborious and time intensive, which results in little change to most performance measurements.

CONCLUSIONS

Although the Texas Department of Public Safety does a very good job of producing a viable strategic plan and monitors performance measure progress, the strategic plan does not appear to be widely used as a management tool.

Washington State Patrol, with its SAF process and the strong cascading of the plan down into operational terms is a more advanced approach than the one used by Texas.

The Washington State Patrol should continue to monitor Texas' progress and share learnings with the Texas Department of Public Safety as they continue to refine the Texas processes.

VIRGINIA

VIRGINIA STATE POLICE

OVERVIEW

In 2002 the Virginia State Police revamped their strategic planning process and the resulting plan. To prepare for the planning changes they completed a full-department employee survey. They followed that with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) evaluation. The combination of these analyses provided the design basics for the planning process and the plan contents.

Some of the elements included in the resulting planning process:

- Plan includes:
 - Vision statement
 - Mission statement
 - Goals with strategies for each of the goals
- Annual 2 day retreat for State Police leadership to review progress against the goals and strategies and to update the plan
- Communications brochure that is distributed to all State Police employees. It is a shortened version of the Strategic Plan. This material is used in new employee orientation and for in-service training – to reinforce the plan contents and use.

PERFORMANCE MEASURES

Performance measures associated with legislative and gubernatorial initiatives are directly tied to the Superintendent's Agency Head Executive Agreement with the Governor. The performance measures are not specifically included as part of the Virginia State Police Strategic Plan. In Virginia the Governor can only serve one four year term, so it was decided that only selected gubernatorial initiatives would be part of the Strategic Plan since they frequently change with a new administration.

The current Virginia State Police Strategic Plan (2002-08) has 12 goals. Each goal has 2 – 20 strategies – averaging around 8 strategies per goal. Most strategies have an accountable unit identified, e.g., Training Division, Personnel Division. A number of strategies, however, reference "All Divisions and Units" as accountable.

In the Virginia State Police Strategic Plan the goals are rather broad so wide latitude is given to the Division/Unit Commanders to develop strategies for their areas of responsibility. All strategies are developed in conjunction with the State Police Executive Staff to ensure they are in alignment with the Strategic Plan.

The Virginia State Police uses a "Progress Report" form that is completed by the Division/Unit Commanders for each strategy listed under his/her area of responsibility. It is submitted not later than December 31st of each year. The material is consolidated into a briefing book that is disseminated to the Division/Unit Commanders for their review prior to the annual State Patrol leadership retreat. At the annual retreat, individual Division/Unit Commanders are selected to give presentations on successful strategies and to share lessons learned.

A key use of the Virginia State Police Strategic Plan is to prepare budget requests and to make staffing decisions, e.g., decentralizing the Bureau of Criminal Investigation to enhance cooperation within the Department. It is not being used as a tool to drive performance measurement.

At this point the IT department has no involvement in the performance measurement process. However, since this is an evolving process, it may be something that would be explored in the future.

CONCLUSIONS

Few of the goals or strategies are focused on outcome measures where they can distinguish how well they are providing “high quality and statewide law enforcement services.”

None of the goals or strategies has associated performance measures. A few strategies have targets listed in the Strategic Plan.

No information is available to demonstrate that the Strategic Plan is:

- Used to drive operational decisions
- Cascaded down through the organization to ensure that line operational plans and decisions are focused/linked to the overall goals of the Virginia State Police

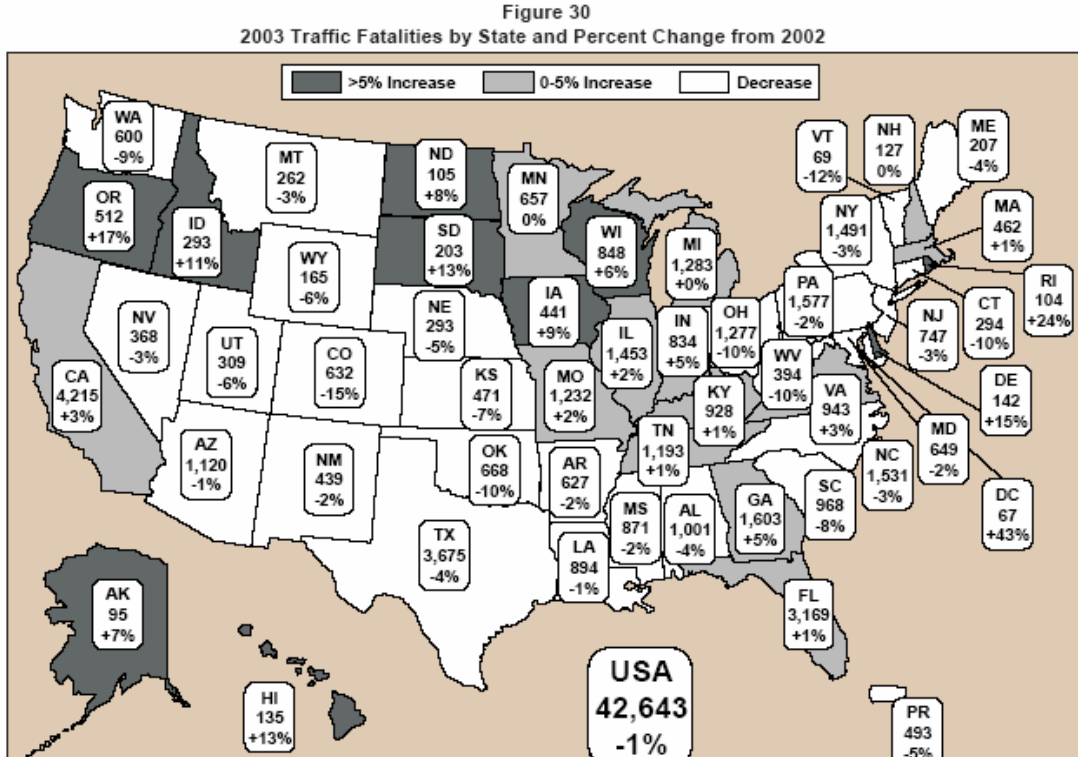
The Virginia State Police have taken steps to develop a planning process and a resulting plan. As their work evolves, the plan can be a directive tool to provide their Divisions/Units guidance and performance measurement that can be use to improve their overall operation.

WSP should annually monitor the progress Virginia makes using and learning from their strategic planning process. The Virginia State Patrol Strategic Plan and performance measurement process is not as mature a strategic planning and performance management system as Washington State Patrol.

NATIONAL COMPARATIVE DATA

The following are samples of some of the comparative data available from the US Department of Transportation National Highway Traffic Safety Administration.

Chapter 5 ♦ States



From the U.S. Department of Transportation, National Highway Traffic Safety Administration, "Traffic Safety Facts 2003, Early Edition".

2003 Traffic Fatalities by State and Percent Change from 2002 Ranked by % change

State	Number	Percent change
1. CO	632	-15%
2. VT	69	-12%
3. CT	294	-10%
4. OH	1277	-10%
5. OK	668	-10%
6. WV	394	-10%
7. WA	600	-9%
8. SC	968	-8%
9. KS	741	-7%
10. UT	309	-6%

SEAT BELT USAGE

From U.S. Department of Transportation, National Highway Traffic Safety Administration, News Bulletin, "New Data Show Rising Safety Belt Use Rates in Most States" November 23, 2004. For 2004 Washington State is #2 behind Hawaii in seat belt usage.

Table 1
Safety Belt Use in States, Territories, and Nationwide, 1998-2004

Jurisdiction	2000	Reduction in Nonuse 1999-2000	2001	Reduction in Nonuse 2000-2001	2002	Reduction in Nonuse 2001-2002	2003	Reduction in Nonuse 2002-2003	2004	Reduction in Nonuse 2003-2004
Alabama	70.6%	30%	79.4%	30%	78.7%	-3%	77.4%	-6%	80.0%	12%
Alaska	61.0%	1%	62.6%	4%	65.8%	9%	78.9%	38%	76.7%	-10%
Arizona	75.2%	14%	74.4%	-3%	73.7%	-3%	86.2%	48%	95.3%	66%
Arkansas	52.4%	-11%	54.5%	4%	63.7%	20%	62.8%	-2%	64.2%	4%
California	88.9%	-4%	91.1%	20%	91.1%	0%	91.2%	1%	90.4%	-9%
Colorado	65.1%	0%	72.1%	20%	73.2%	4%	77.7%	17%	79.3%	7%
Connecticut	76.3%	13%	78.0%	7%	78.0%	0%	78.0%	0%	82.9%	22%
Delaware	66.1%	5%	67.3%	4%	71.2%	12%	74.9%	13%	82.3%	29%
Dist. Columbia	82.6%	21%	83.6%	6%	84.6%	6%	84.9%	2%	87.1%	15%
Florida	64.8%	14%	69.5%	13%	75.1%	18%	72.6%	-10%	76.3%	14%
Georgia	73.6%	-2%	79.0%	20%	77.0%	-10%	84.5%	33%	86.7%	14%
Hawaii	80.4%	1%	82.5%	11%	90.4%	45%	91.8%	15%	95.1%	40%
Idaho	58.6%	2%	60.4%	4%	62.9%	6%	71.7%	24%	74.0%	8%
Illinois	70.2%	13%	71.4%	4%	73.8%	8%	80.1%	24%	83.0%	15%
Indiana	62.1%	11%	67.4%	14%	72.2%	15%	82.3%	36%	83.4%	6%
Iowa	78.0%	0%	80.9%	13%	82.4%	8%	86.8%	25%	86.4%	-3%
Kansas	61.6%	-3%	60.8%	-2%	61.3%	1%	63.6%	6%	68.3%	13%
Kentucky	60.0%	3%	61.9%	5%	62.0%	0%	65.5%	9%	66.0%	1%
Louisiana	68.2%	4%	68.1%	0%	68.6%	2%	73.8%	17%	75.0%	5%
Maine	*		*		*		*		72.3%	
Maryland	85.0%	13%	82.9%	-14%	85.8%	17%	87.9%	15%	89.0%	9%
Massachusetts	50.0%	-4%	56.0%	12%	51.0%	-11%	61.7%	22%	63.3%	4%
Michigan	83.5%	45%	82.3%	-7%	82.9%	3%	84.8%	11%	90.5%	38%
Minnesota	73.4%	7%	73.9%	2%	80.1%	24%	79.4%	-4%	82.1%	13%
Mississippi	50.4%	-9%	61.6%	23%	62.0%	1%	62.2%	1%	63.2%	3%
Missouri	67.7%	18%	67.9%	1%	69.4%	5%	72.9%	11%	75.9%	11%
Montana	75.6%	6%	76.3%	3%	78.4%	9%	79.5%	5%	80.9%	7%
Nebraska	70.5%	8%	70.2%	-1%	69.7%	-2%	76.1%	21%	79.2%	13%
Nevada	78.5%	-6%	74.5%	-19%	74.9%	2%	78.7%	15%	86.6%	37%
New Hampshire	*		*		*		49.6% ²		*	
New Jersey	74.2%	30%	77.6%	13%	80.5%	13%	81.2%	4%	82.0%	4%
New Mexico	86.6%	-16%	87.8%	9%	87.6%	-2%	87.2%	-3%	89.7%	20%
New York	77.3%	5%	80.3%	13%	82.8%	13%	84.6%	10%	85.0%	3%
North Carolina	80.5%	11%	82.7%	11%	84.1%	8%	86.1%	13%	86.1%	0%
North Dakota	47.7%	2%	57.9%	20%	63.4%	13%	63.7%	1%	67.4%	10%

BENCHMARK FINDINGS

Ohio	65.3%	1%	66.9%	5%	70.3%	10%	74.7%	15%	74.1%	-2%
Oklahoma	67.5%	17%	67.9%	1%	70.1%	7%	76.7%	22%	80.3%	15%
Oregon	83.6%	5%	87.5%	24%	88.2%	6%	90.4%	19%	92.6%	23%
Pennsylvania	70.7%	3%	70.5%	-1%	75.7%	18%	79.0%	14%	81.8%	13%
Rhode Island	64.4%	-9%	63.2%	-3%	70.8%	21%	74.2%	12%	76.2%	8%
South Carolina	73.9%	25%	69.6%	-16%	66.3%	-11%	72.8%	19%	65.7%	-26%
South Dakota	53.4%		63.3%	21%	64.0%	2%	69.9%	16%	69.4%	-2%
Tennessee	59.0%	-5%	68.3%	23%	66.7%	-5%	68.5%	5%	72.0%	11%
Texas	76.6%	10%	76.1%	-2%	81.1%	21%	84.3%	17%	83.2%	-7%
Utah	75.7%	25%	77.8%	9%	80.1%	10%	85.2%	26%	85.7%	3%
Vermont	61.6%	-27%	67.4%	15%	84.9%	54%	82.4%	-17%	79.9%	-14%
Virginia	69.9%	0%	72.3%	8%	70.4%	-7%	74.6%	14%	79.9%	21%
Washington	81.6%	3%	82.6%	5%	92.6%	57%	94.8%	30%	94.2%	-12%
West Virginia	49.8%	-4%	52.3%	5%	71.6%	40%	73.6%	7%	75.8%	8%
Wisconsin	65.4%	1%	68.7%	10%	66.1%	-8%	69.8%	11%	72.4%	9%
Wyoming	66.8%		*		66.6%		*		70.1%	
Puerto Rico	87.0%	41%	83.1%	-30%	90.5%	44%	87.1%	-36%	90.1%	23%
Nationwide	71%	12%	73%	7%	75%	7%	79%	16%	80%	5%

TRAFFIC FATALITY RANKINGS

From U.S. Department of Transportation, National Highway Traffic Safety Administration, *"States' Progress Drops Drunk Driving Deaths To Lowest Level Since 1999"*, August 2004

FATALITIES IN MOTOR VEHICLE TRAFFIC CRASHES TOTAL FATALITIES AND ALCOHOL-RELATED FATALITIES, BY STATE {RANK is CHANGE IN ALCOHOL-RELATED FATALITIES} FATALITY ANALYSIS REPORTING SYSTEM (FARS) 2002 FINAL & 2003 ARF

	Rank/State	2002			2003			Change in Alcohol-Related Fatalities, 2002-2003	% Change in Alcohol-Related Fatalities, 2002-2003
		Total Fatalities	Alcohol-Related Fatalities	Percent Alcohol-Related Fatalities	Total Fatalities	Alcohol-Related Fatalities	Percent Alcohol-Related Fatalities		
36	Alabama	1,038	410	39	1,001	415	41	5	1.2
27	Alaska	89	37	41	95	35	37	-2	-5.4
16	Arizona	1,132	489	43	1,120	470	42	-19	-3.9
44	Arkansas	640	241	38	627	254	41	13	5.4
28	California	4,088	1,628	40	4,215	1,626	39	-2	-0.1
3	Colorado	743	314	42	632	246	39	-68	-21.7
22	Connecticut	325	144	44	294	131	45	-13	-9
40	Delaware	124	50	40	142	60	42	10	20
41	Dist of Columbia	47	24	51	67	34	50	10	41.7
26	Florida	3,136	1,279	41	3,169	1,274	40	-5	-0.4
5	Georgia	1,524	533	35	1,603	488	30	-45	-8.4
48	Hawaii	119	47	39	135	72	53	25	53.2
45	Idaho	264	91	34	293	107	37	16	17.6
21	Illinois	1,420	653	46	1,453	639	44	-14	-2.1
29	Indiana	792	262	33	834	262	31	0	0

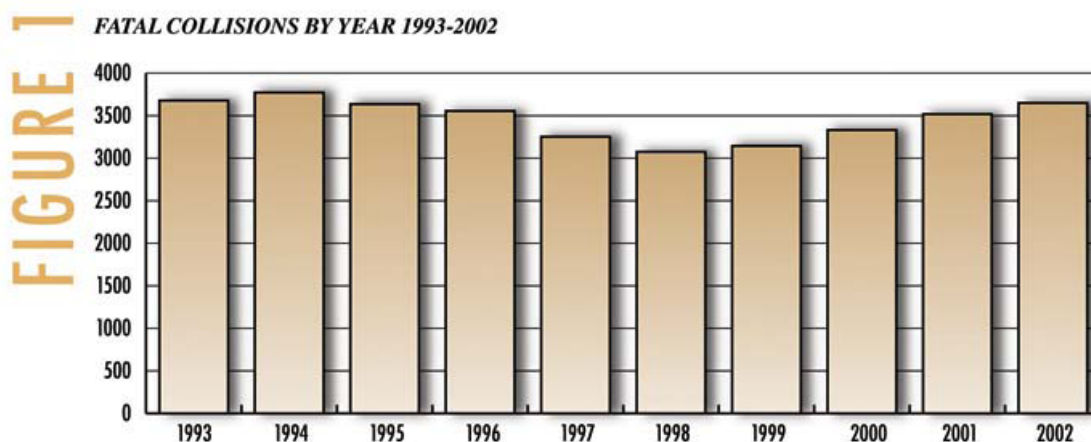
BENCHMARK FINDINGS

39	Iowa	405	137	34	441	145	33	8	5.8
14	Kansas	507	227	45	471	206	44	-21	-9.3
11	Kentucky	915	302	33	928	276	30	-26	-8.6
15	Louisiana	907	427	47	894	406	45	-21	-4.9
47	Maine	216	50	23	207	75	36	25	50
37	Maryland	661	276	42	649	281	43	5	1.8
17	Massachusetts	459	224	49	462	207	45	-17	-7.6
23	Michigan	1,277	494	39	1,283	481	37	-13	-2.6
42	Minnesota	657	256	39	657	267	41	11	4.3
18	Mississippi	885	335	38	871	320	37	-15	-4.5
20	Missouri	1,208	518	43	1,232	504	41	-14	-2.7
30	Montana	269	126	47	262	128	49	2	1.6
35	Nebraska	307	117	38	293	121	41	4	3.4
46	Nevada	381	165	43	368	182	50	17	10.3
31	New Hampshire	127	50	39	127	52	41	2	4
24	New Jersey	771	281	36	747	275	37	-6	-2.1
13	New Mexico	449	219	49	439	198	45	-21	-9.6
51	New York	1,530	482	31	1,491	529	35	47	9.8
8	North Carolina	1,576	592	38	1,531	554	36	-38	-6.4
33	North Dakota	97	49	50	105	52	50	3	6.1
2	Ohio	1,418	558	39	1,277	467	37	-91	-16.3
34	Oklahoma	739	251	34	668	255	38	4	1.6
50	Oregon	436	180	41	512	207	40	27	15
10	Pennsylvania	1,614	649	40	1,577	618	39	-31	-4.8
43	Rhode Island	84	46	55	104	57	55	11	23.9
4	South Carolina	1,053	549	52	968	488	50	-61	-11.1
38	South Dakota	180	92	51	203	98	48	6	6.5
7	Tennessee	1,177	485	41	1,193	447	37	-38	-7.8
1	Texas	3,823	1,810	47	3,675	1,709	47	-101	-5.6
12	Utah	328	71	22	309	46	15	-25	-35.2
32	Vermont	78	27	35	69	29	41	2	7.4
19	Virginia	914	379	41	943	364	39	-15	-4
6	Washington	658	299	45	600	259	43	-40	-13.4
9	West Virginia	439	179	41	394	148	37	-31	-17.3
49	Wisconsin	803	360	45	848	387	46	27	7.5
25	Wyoming	176	67	38	165	62	38	-5	-7.5
	National	43,005	17,524	41	42,643	17,013	40	-511	-2.9

EXAMPLES OF OTHER STATE PERFORMANCE DATA

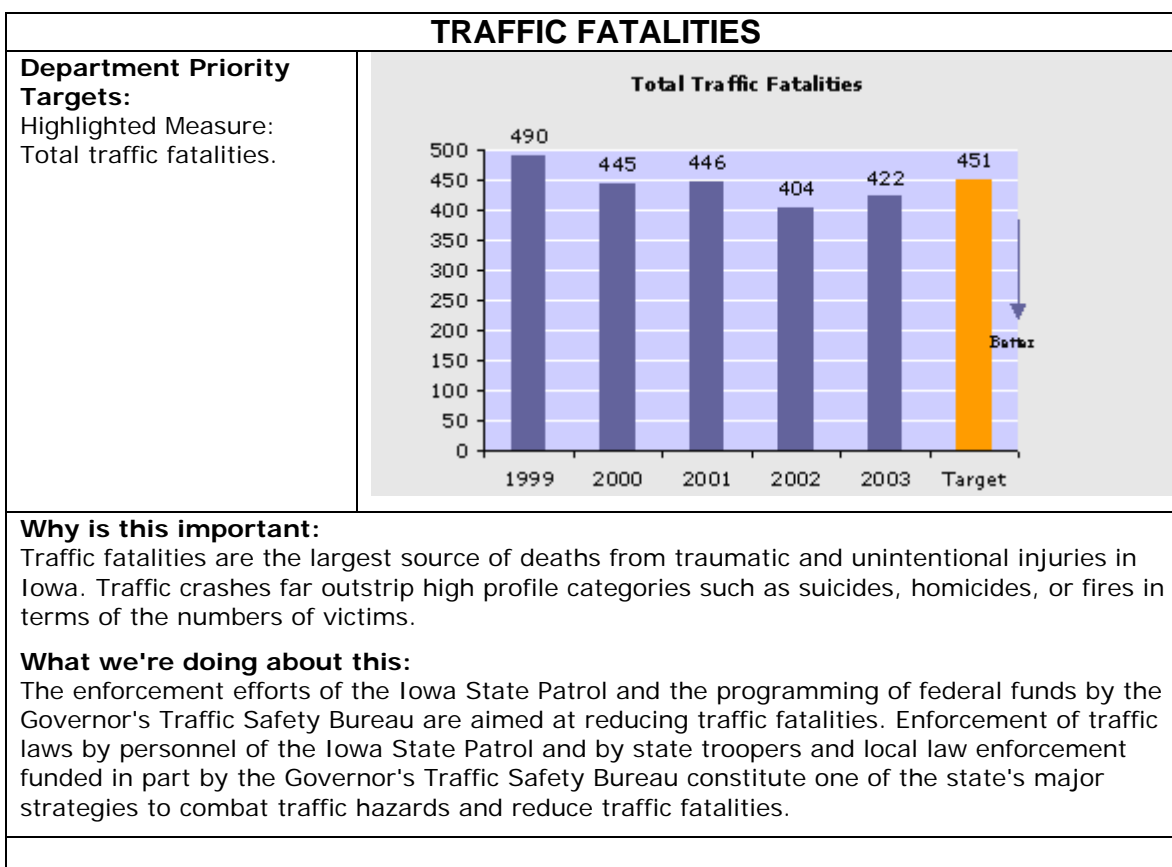
STATE OF CALIFORNIA

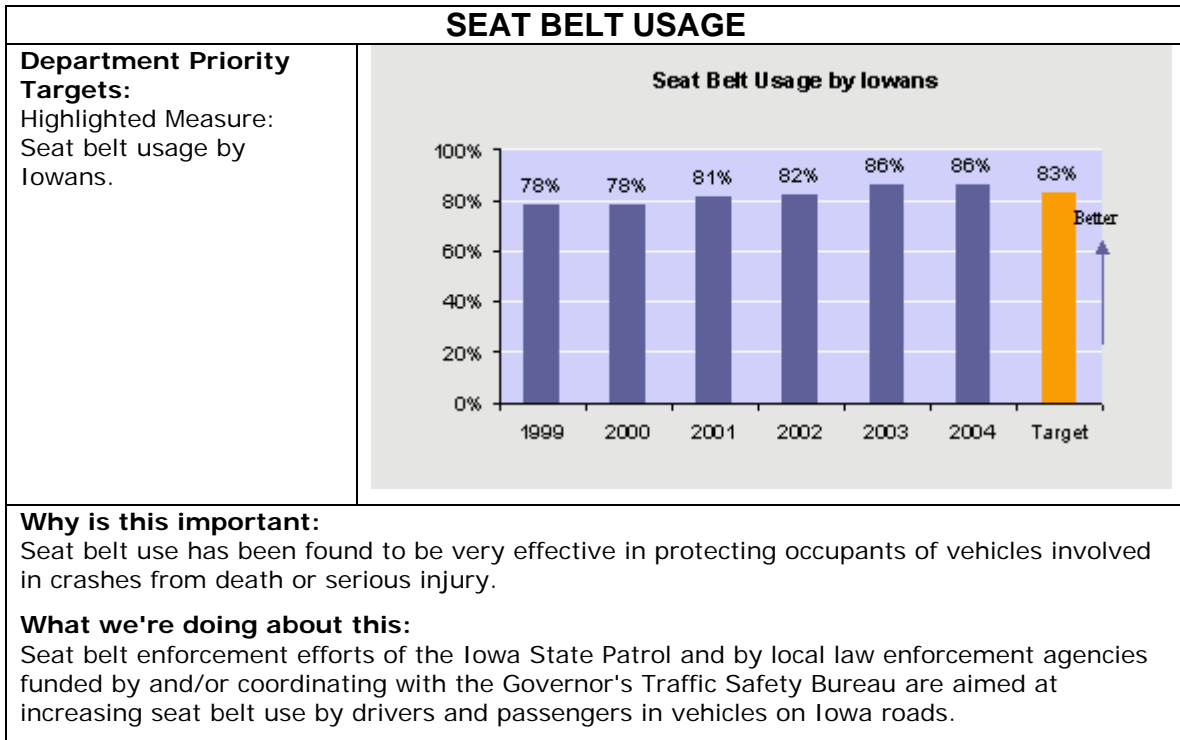
The following is a sample of the data reported by the California Highway Patrol. They also track collisions by date and time, passengers, location, and property damage to name a few.



STATE OF IOWA

The following are examples of how performance data is being communicated in the state of Iowa.





STATE OF OREGON

The following graph represents one of Oregon's 17 performance measures.

ANNUAL PERFORMANCE PROGRESS REPORT PART II, KEY MEASURE ANALYSIS OF PROGRESS

Performance Measure 25700-05: Number of people killed on rural state and interstate highways. Graph lists estimated reduction.

